

ORDER FOR SUPPLIES AND SERVICES				IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution		PAGE 1 OF 1 PAGE(S)		
1. DATE OF ORDER 09/15/2017		2. ORDER NUMBER GSQ1117BJ0053		3. CONTRACT NUMBER GS00Q14OADU145		4. ACT NUMBER A13192879		
FOR GOVERNMENT USE ONLY		5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
		FUND 285F	ORG CODE Q11FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
		FUNC CODE AF151	C/E CODE H08	PROJ./PROS NO	CC-A	MDL	FI	G/L DEBT
		W/ITEM	CC-B	PRT./CRFT	AI	LC	DISCOUNT	
7. TO CONTRACTOR (Name address and zip code) CHERYL DALBY INTERNATIONAL BUSINESS MACHINES CORPORATION 6710 ROCKLEDGE DRIVE BETHESDA, MD 20817-1834 United States 301-803-3983				8. TYPE OF ORDER REFERENCE YOUR B DELIVERY Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated. This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract.				
9A. EMPLOYER'S IDENTIFICATION NUMBER 130871985				9B. CHECK, IF APPROP WITHHOLD 20%		Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged		
10A. CLASSIFICATION Manufacturer of Goods				10B. TYPE OF BUSINESS ORGANIZATION C. Corporation				
11. ISSUING OFFICE (Address, zip code, and telephone no.) GSA Region 11 Daniel K. Higgins 3017th St SW WASHINGTON, DC 20407-0001 United States 202-708-5627		12. REMITTANCE ADDRESS (MANDATORY) INTERNATIONAL BUSINESS MACHINES CORPORATION P O BOX 7247-0275 PHILADELPHIA, PA 19170-0000 United States		13. SHIP TO (Consignee address, zip code and telephone no.) Seth Lorimer 1260 Air Force Pentagon Washington, DC 20330-1260 United States 703-693-4306				
14. PLACE OF INSPECTION AND ACCEPTANCE Seth Lorimer 1260 Air Force Pentagon Washington, DC 20330-1260 United States				15. REQUISITION OFFICE (Name, symbol and telephone no.) Aurelia E. Murphy GSA Region 11 301 7th and D S.W Washington, DC 20407-0000 United States (202) 205-5308				
16. F O B POINT Destination		17. GOVERNMENT B/L NO		18. DELIVERY F O B POINT ON OR BEFORE 09/17/2018		19. PAYMENT/DISCOUNT TERMS NET 30 DAYS / 0 00 % 0 DAYS / 0 00 % 0 DAYS		
20. SCHEDULE								
1. This award is in support of The Air Force's Directorate of Civil Engineers for Policy Guidance and Career Field Management Execution Support IBM's technical proposal as revised on August 17, 2017, and price proposal dated May 29, 2017, as revised August 2017 (ATTVVH47.xlsx) submitted in response to solicitation ID11170013 are accepted as to all items.								
2. The period of performance will be a 1-year base period with one (1) 1-year option period Base Period 09/18/2017 * 09/17/2018 Option Period 09/18/2018 * 09/17/2019 The total value of this Task Order is \$21,591,786.00, if all options are exercised.								
3. Funds in the amount of \$10,540,366.00 are obligated to the base year on a Firm Fixed Price basis. The base year is fully obligated, however, the total base year amount includes Optional CLINs that the Government is not committed to exercise. The government has exercised all Base Year Optional CLINs with the exception of CLIN 0045. If CLIN 0045, or any Option Year Optional CLIN is exercised by the Government, it will be accomplished via a unilateral written modification. The contractor shall not								

invoice against any unexercised Optional CLINs unless authorized by the Contracting Officer via a written modification to the Task Order.

4. The total value of the Option Period with the period of performance starting 09/18/2018 and ending on 09/17/2019 is \$10,915,358.00.

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
0001	Base Year consist of the following: CLIN 0001, CLIN 0003, CLIN 0004, CLIN 0005, CLIN 0006, CLIN 0007, CLIN 0008, CLIN 0009, CLIN 0011, CLIN 0012, CLIN 0013, CLIN 0014, CLIN 0015, CLIN 0016, CLIN 0017, CLIN 0018, CLIN 0019	1	lot	(b) (4)	
0002	Base Year - CLIN 0002 - Transition In Plan	1	lot		
0003	Base Year consist of the following: CLIN 0020, CLIN 0021, CLIN 0022, CLIN 0023, CLIN 0024, CLIN 0025, CLIN 0026, CLIN 0027, CLIN 0028, CLIN 0029, CLIN 0030	1	lot		
0004	Base Year consist of the following: Optional Task/Services - CLIN 0031, CLIN 0032, CLIN 0033, CLIN 0034, CLIN 0035, CLIN 0036, CLIN 0037, CLIN 0038, CLIN 0039	1	lot		
0005	Base Year consist of the following: Optional Task/Services CLIN 0044, CLIN 0046, CLIN 0047	1	lot		
0006	Base Year - CLIN 0010, CLIN 0040, CLIN 0041, CLIN 0042, CLIN 0043	1	lot		
0008	Base Year - Travel CLIN 0048	1	lot		
0009	Base Year - ODC CLIN 0049	1	lot		
0010	CLIN 0050 - Contract Access Fee (CAF)	1	lot		

21. RECEIVING OFFICE (Name, symbol and telephone no.)
Directorate of Civil Engineers A4C, 703-693-4306

TOTAL
From
300-A(s)

22. SHIPPING POINT
Specified in QUOTE

23. GROSS SHIP WT.

GRAND TOTAL \$10,540,366.00

24. MAIL INVOICE TO: (Include zip code)

25A. FOR INQUIRIES REGARDING

25B. TELEPHONE NO.
816-926-7287

General Services Administration (FUND)
The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (<https://portal.fas.gsa.gov>), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center, either by mail nor via electronic submission.

GSA Finance Customer Support

26A. NAME OF
CONTRACTING/ORDERING OFFICER
(Type)

26B. TELEPHONE NO.
202-708-5627

Daniel K. Higgins

26C. SIGNATURE
Daniel K. Higgins 09/15/2017

GENERAL SERVICES ADMINISTRATION

1. PAYING OFFICE

GSA FORM 300 (REV. 2-93)

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

C.1.0 BACKGROUND

The mission of the United States Air Force (AF) is to fly, fight and win in air, space and cyberspace domains. The Headquarters Air Force's Directorate of Civil Engineers (AF/A4C) aims to effectively optimize resource allocation and Civil Engineering (CE) programs while modernizing and recapitalizing installation infrastructure, protecting installation from mission degradation, and executing sustainment programs. AF/A4C and its strategic partners have transformed how wing and combatant commanders are supported by implementing change across the CE enterprise, employing new business processes, developing strategic governance, and integrating new Information Technology (IT) systems to further AF/A4C mission objectives.

C.2.0 SCOPE

AF/A4C requires a contractor with the inherent manpower, capabilities to support for Civil Engineer programs in the development, implementation, and provision of policies, guidance, oversight, Career Field Management (CFM) and human capital management programs to meet AF/A4C mission objectives across the CE enterprise.

This support contract will provide advisory and assistance services contractor support, and analytical capabilities in accordance with Federal Acquisition Regulation (FAR) Part 37.2 in the areas of management and professional support services and studies, analysis, and evaluations.

The scope of this support will include strategic partnerships with the Office of the Assistant Secretary of the Air Force for Installations, Environment and Energy (SAF/IE), AF Installation and Mission Support Center (AFIMSC), AF Civil Engineer Center (AFCEC), AF Institute of Technology (AFIT), AF Major Commands (MAJCOMS), installations and associated training sites as well as the Office of the Secretary of Defense (OSD) and other Department of Defense (DoD) agencies.

C.3.0 OBJECTIVE

C.3.1 BASELINE SUPPORT SERVICES

The Contractor shall provide AF/A4C and its strategic partners Energy, Environmental, Real Property, Programming, Congressional liaison, Housing, Readiness and Emergency Services, Explosive Ordnance Disposal (EOD), Military Construction (MILCON), Operations Management, Facilities, Asset Management, Cyber/Information Technology (IT), Human Capital Management, and Energy Assurance program support.

Execution of all tasks in this TOR is in direct support of AF/A4C mission objections and programs and under direct oversight/management of AF/A4C program managers.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

C.3.2 OPTIONAL SUPPORT SERVICES

The Contractor shall provide AF/A4C and its strategic partners Manpower and Budget Support, Work Flow Management, Career Field Management, Awards Program Management, Operations and Maintenance Modeling Support, and Base Realignment and Closure (BRAC) program support.

Execution of all tasks in this TOR is in direct support of AF/A4C mission objections and programs and under direct oversight/management of AF/A4C program managers.

C.4.0 PROGRAM MANAGEMENT SUPPORT

The Contractor shall identify a Program Manager (PM), by name that shall provide management, direction, administration, quality assurance and quality control, and leadership for the execution of this Statement of Work (SOW).

The PM shall serve as the primary point of contact (POC) for all technical aspects of the required work.

The contractor shall provide program management support for and supervision of all contractor personnel under this SOW. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this SOW.

The Contractor shall facilitate Government and contractor communications; use industry best standards/practices and proven methodologies to track and document SOW requirements and activities to allow for continuous monitoring and evaluation by the Government; and ensure all support and requirements performed are accomplished in accordance with the SOW. The contractor shall notify the Contracting Officer Representative (COR) and Technical Point of Contract (TPOC) of any technical, financial, personnel, also general managerial problems encountered throughout the Period of Performance (PoP).

The Contractor shall recommend the overall communication management structure to provide a collaborative, responsive interface with the Government and a mechanism to facilitate rapid problem resolution and approval of contractor recommendations by the required authority.

C.5.0 CIVIL ENGINEER PROGRAMS SUPPORT SERVICES

The following tasks are in support of this TO and are detailed below:

C.5.1 [A4CF] Military Construction (MILCON) Programming Policy and Analysis

The Contractor shall:

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Coordinate, consolidate, develop, and maintain MILCON governance and programmatic documents (e.g. AFIs, Unified Facilities Criteria (UFC), policies, procedures, etc.); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Coordinate and collaborate with government personnel in the development, implementation and execution of MILCON projects and programmatic criteria (e.g. design guides and policy standards that are used for developing and maintaining unified facilities design and construction) in accordance with the applicable DoD policy, base design and National Fire Protection standards, budget and Program Objective Memorandum (POM) submittals to include drafting, coordinating, validating, reviewing, analyzing and submitting completed packages for action and the implementation of business redirection change management actions to enhance business management and planning processes and programs.

Perform MILCON program analysis and generate trend, compliance and requirements presentation materials and reports, support the planning and development of MILCON programs (e.g. Military Family Housing, Operations, Utilities and Maintenance, Privatization) and collaborate across the AF and with other DoD agencies to support AF program efforts and mission requirements. These include, but are not limited to, programs involving appropriated funds, non-appropriated funds, Defense Logistics Agency administered programs, the defense access roads program, various energy-related programs, and construction supporting overseas contingency operations.

Develop, coordinate, staff and track Congressional notification packages related to MILCON program execution (e.g. reprogramming packages and notifications required by 10 USC 2807 and 2853) while closely collaborating across the Air Staff and MAJCOMS to define requirements and develop integrated and feasible execution strategies under AF/A4C program management oversight.

Develop, coordinate, staff and track MILCON project authorization requests (e.g. 10 United States Code (USC) 2803, 2805, 2808, 2854) while closely collaborating across the Air Staff and MAJCOMS to define requirements and develop integrated and feasible execution strategies under AF/A4C program management oversight.

Prepare, review, analyze and coordinate MILCON and Operations and Maintenance (O&M) project documentation to include DD Form 1391 packages (e.g. front page DD Form 1391, Detailed Deficiency Documents, environmental documentation, site plan, detailed cost estimates) to ensure the projects meet OSD and Congressional levels of detail.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

C.5.2 [A4CF] Facilities Data Analysis Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain Facilities program governance and programmatic documents (e.g. AFIs and policy guidance); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Analyze project data and provide reports to satisfy AF, DOD, and congressional requirements to include, but not limited to, reports satisfying the requirements of Title 10 US Code §2851.

Plan, schedule, and facilitate MILCON Facilities Sustainment, Restoration and Modernization (FSRM) meetings and summits to include business process mapping as required.

Develop, document and coordinate Plans of Action and Milestones (POA&M) for any effort needed to address MILCON FSRM requirements across the Total Force AF installations.

Coordinate with various POCs from other organizations and agencies to request and track updates to POA&Ms and milestones.

Record and draft meeting minutes for MILCON FSRM related meetings, summits, and conferences and track action items to completion.

Coordinate and collaborate with various AF/A4C and stakeholder Action Officers to develop, update, consolidate and distribute slides for the MILCON FSRM updates and briefings.

Employs process improvement and reengineering methodologies and principles to conducting process modernization projects.

C.5.3 [A4CF] Operations and Maintenance (O&M) Policy Analysis Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain O&M governance and programmatic documents (e.g. AFIs, policies, Unified Facilities Criteria (UFC), procedures, trip reports) ensuring current compliance and statutory language is integrated; action plan(s) recommendations; task and inquiry responses; and issue resolution plan(s) under AF/A4C program management oversight.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Provide detailed updates to leadership, OSD, and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Provide analysis and recommendations for incorporating higher level and outside agency compliance requirements, as well as subordinate real-world applications, into effective O&M programming policy.

Review, analyze, develop, coordinate, staff, and track project approval request packages, to include analysis of reasonable project requirements, execution method and alternatives, and cost estimates. Packages will include programming documents (e.g. DD 1391s), cost estimates, line drawings, installation/location maps, Certificate of Compliance for Critical Planning Actions, facility board minutes, etc.

Under AF/A4C program management oversight develop, draft, coordinate, staff and track Congressional notification packages related to funds available for O&M (e.g. approval packages and notifications required by 10 USC 2805 and 2811, as well as the National Defense Authorization Act (NDAA) such as Contingency Construction Authority and Overseas Contingency Operations) while closely collaborating across the Air Staff. Provide support and analysis in developing and executing training related to O&M programming policy.

Develop, coordinate, staff and track Congressional notification packages ensuring compliance with O&M and Overseas Contingency Operations statutory approval and notification thresholds and that projects are executed before contractual expiration

C.5.4 [A4CF] Statutory and Legislative Analysis Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain Statutory and Legislative Analysis governance and programmatic documents (e.g. AFIs, policies, procedures, budget cycle milestones, Congressional Items of Interest (IoI)); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to AF/A4C, Congressional leaders and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes). Provision of detailed updates requires knowledge of current Congressional news (e.g. Legislative Digest, Congressional Quarterly Today and other media productions/outlets) and programs impacting AF CE.

Manage all aspects (e.g. reviewing, filtering, assigning, integrating/consolidating, coordinating, tracking, packaging, etc.) of AF/A4C Congressional task response to include collaborating with external offices and strategic partners and maintain records.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Review legislative documents (e.g. Congressional Committee markups and NDAA and Military Construction (MILCON) bills) for programmatic changes, identifying resolution actions and/or program impacts and inform AF/A4C, SAF/IE and the Deputy Chief of Staff for Logistics, Engineering and Force Protection (AF/A4).

C.5.5 [A4CF] Strategic Communications Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain Strategic Communications governance and programmatic documents (e.g. AFIs, policies, procedures, Communications Plans, Organizational Change Management (OCM)); action plan(s) recommendations; task and inquiry responses; issue resolution action plan(s) and a comprehensive reference database under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, scheduling, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Coordinate, develop, maintain and execute an AF/A4C Strategic Communications and OCM Plans focused on increasing stake holder and strategic partner awareness of AF/A4C outreach and communications initiatives and helping drive continuous improvement under AF/A4C program management oversight. OCM will address desired culture, shared vision, target engagement of CE stakeholders, and AF CE objectives.

Facilitate Base Civil Engineer (BCE) events attended by AF/A4C leadership (e.g. Education and Training workshops, AFIT courses, and leadership summits) by coordinating and collaborating with external organizations to execute the event (e.g. agenda development, attendee list, protocol requirements).

Develop, coordinate, gain approval for and publish newsworthy articles and features in CE, AF, and joint publications (e.g. CE magazines, newsletters, Airman's magazine, The Military Engineer Magazine and other media outlets). This includes but is not limited to: providing themes, developing outlines, coordinating and editing submissions, and gaining approval for quarterly CE magazine publications.

Develop and execute communications strategies and plans to effectively communicate CE campaign and program events (e.g. Earth Day, AF Energy Forums, and AF and Program Group events) with AF/A4C and strategic partners under AF/A4C program management oversight.

Develop scripts, speeches, articles, and digital correspondence to enable AF/A4C leadership to communicate strategic messages and the AF's agenda across the Civil Engineering enterprise. These messages will preserve the AF and AF/A4C's agenda by rapidly enabling cross-communication across the enterprise.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Coordinate and collaborate with the Career Field Management (CFM) Team, the Work Force Engagement Team (WFET), and AFCEC Public Affairs to establish and execute a strategic communications architecture defining CE enterprise level Force Development training and strategic messaging plans.

Maintain and update the AF/A4C CE Portal webpage and SharePoint pages by coordinating and collaborating with stakeholders and strategic partners.

Apply OCM practices to continually refine processes and communications requirements.

C.5.6 [A4CF] Industrial Controls Systems (ICS) Management Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain ICS governance, programmatic documents, action plan recommendations, task and inquiry responses, and issue resolution action plans. Note: This task requires a Top Secret Clearance and a NATO Secret Clearance (TS/SCI) by the Period of Performance (PoP) start date under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, and developing associated meeting materials (e.g. slides, after action reports, minutes).

Engage with AF and DoD Functional Experts, leadership and stakeholders, to define collaborative ICS processes, procedures, playbooks and execution requirements and presenting these materials in meetings, forums and trainings.

Ensure CE ICS Authorizing Official (AO) is apprised of AF ICS to Risk Management Framework (RMF) program actions, current guidance, transition plans, operational trends and impacts by tracking transition progress and reporting findings.

Coordinate, collaborate, review, edit, track and maintain Authority to Operate (ATO) documents providing secure systems to operate ICS on for approval by the AO.

Provide guidance and program oversight to CE enterprise users on execution and implementation of programs.

Utilize operational knowledge and coordinate and collaborate with the AFCEC Government SME to effectively and systematically integrate IT and OT and inform programmatic documents and execution.

C.5.7 [A4CF] Operations Management Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain O&M governance programmatic documents (e.g. AFIs, publications, memos, etc.), action plan(s), task and inquiry responses, and issue resolution action plan(s) under AF/A4C program management oversight.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Note: This task requires a TS/SCI clearance by the PoP start date.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, and developing associated meeting materials (e.g. slides, after action reports, minutes).

Engage with AF and DoD Functional Experts, leadership and stakeholders, to define collaborative O&M processes, procedures, playbooks and execution requirements and presenting these materials in meetings, forums and trainings.

Provide guidance and oversight for audit response development, inquiries, resolution development and closure across the enterprise. Track and analyze trends and provide programmatic impacts, cost savings and other program results.

Evaluate operational risk associated with AFIS waiver requests. Coordinate, collaborate, develop, track, staff and maintain AFIS waiver packages for approval at the appropriate authority levels. Track and analyze trends and provide programmatic impacts, cost savings and other program results.

Track and analyze compliance trends in Management Internal Control Toolset (MICT) communicator/checklists related to Operational AFIs.

Analyze facilities O&M, RP and other data sets to provide programmatic operational cost, infrastructure recapitalization projects, and inform the asset management approach to facilities/infrastructure programs. Track and analyze trends and provide programmatic impacts, cost savings and other program results.

C.5.8 [A4CA] Housing Strategic Planning and Resource Advocacy Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain AF Housing Management Program (AFHMP) governance and programmatic documents (e.g. Family Housing Master Plan (FHMP), Housing Requirements Market Analyses (HRMAs), Housing Community Profiles, Integrated Manpower Requirements Documents (IMRDs), and Dormitory Master Plan (DMPs)); action plan(s) recommendations; task and inquiry responses; audit responses; and issue resolution action plan(s) to include BCAs; training plans and programs under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Provide oversight of AFHMPs to ensure compliance with AF policy, program guidance, procedures and use in program resource development.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Engage and participate in housing working groups related to AF housing program development and resourcing to ensure HAF-level inputs.

Engage with OSD and SAF offices to evaluate basing action impacts and reviewing and identifying future housing AFHMP requirements.

Engage, coordinate and collaborate with OSD, SAF, other services, AFIMSC, AFCEC and stakeholders regarding AFHMPs requirements and resourcing.

Coordinate and collaborate with AFIMSC/AFCEC providing AF/A4C level guidance to develop responses to Congressional and external inquiries.

C.5.9 [A4CA] Senior Facility Energy Program Management (FEPM) Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain FEPM governance and programmatic documents (e.g. DoDIs, AFIs, policies, Air Force Policy Directives (AFPD)s, Air Force Pamphlets (AFPAM), handbooks, procedures, DoD and AF Strategic Sustainability Performance Plans, Enterprise Energy Information Management, etc.); strategic and installation level energy plans, action plan(s) recommendations; task and inquiry responses (e.g. Congressional or AFIMSC); and issue resolution action plan(s) under AF/A4C program management oversight while ensuring industry standards, best practices, current energy studies/pilots/etc. are integrated.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Research and provide comparisons and analysis on energy topics and priority programs (e.g. Energy as a Service, energy assurance, and resiliency) and make recommendations on AF implementation strategies.

Develop and maintain CE enterprise-level policy and program guidance for successfully incorporating AF ICS and Energy Assurance initiatives into the AF metering program while complying with Federal mandates, DoD and AF requirements under AF/A4C program management oversight.

Analyze and assess direct and third party funding requirement to achieve facility energy strategy and objectives and make recommendations for adjustments.

Manage all aspects (e.g. reviewing, filtering, assigning, integrating/consolidating, coordinating, tracking, packaging, etc.) of AF/A4C Congressional task response to include collaborating with external offices and strategic partners.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Develop, coordinate and facilitate annual Congressional reports and associated program documents (e.g. budget, Bullet Background Papers (BBPs), Staffer Day briefs, Justification Books and annual reports to Congress reports) under AF/A4C program management oversight.

Provide policy, strategy and oversight support for the FEPM and its subprograms (e.g. Critical Asset Risk Management (CARM), Operational Energy Program (industrial energy), Energy Savings Performance Contracts (ESPC), Utility Energy Service Performance Contracts (UESC), facility metering and Advanced Meter Reading Systems (AMRS), Renewable Energy (RE) and Power Purchase Agreement (PPA) programs, Energy Conservation Investment Program (ECIP), etc.) by developing, coordinating, staffing and tracking monthly and annual reports, program management reviews and developing strategy guidance.

Provide AF/A4C-level coordination with facility energy stakeholders (e.g. AFIMSC, SAF/IEE, and the Office of Energy Assurance (OEA)) and industry partners to identify, develop and implement protective actions, analyze and assess risk, and implement management activities based on threat, vulnerability and consequence analysis fulfilling CARM and Operational Energy Program (industrial energy) objectives.

Advocate for FEPM resources by ensuring there are adequate funds programmed, that the requirements align with AF strategic objectives and the FEPM is executing properly.

Track and analyze compliance trends in Management Internal Control Toolset (MICT) communicator/checklists related to Energy AFIs.

Monitor and track the NexGen IT Energy Module deployment, analyze trends and develop mitigation plans and guidance. Coordinate and collaborate with AF/A4C and AFIMSC on staffing actions required for approving energy opportunities.

C.5.10 [A4CA] Junior Facility Energy Program Management (FEPM) Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain FEPM governance and programmatic documents (e.g. DoDIs, AFIs, policies, AFPDs, AFPAM, handbooks, procedures, DoD and AF Strategic Sustainability Performance Plans, Enterprise Energy Information Management, etc.), strategic and installation level energy plans, action plan(s) recommendations; task and inquiry responses (e.g. Congressional or AFIMSC); and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Provide oversight and high-level program management for AF energy and water programs (e.g. ESPC, UESC), renewable energy, process energy, utility metering, utilities privatizations, facilities energy infrastructure, energy planning and water use management). Assess program progress and compliance IAW laws, regulations, mandates, policies and strategic initiatives while identifying program gaps and making programmatic and policy change recommendations ensuring industry standards and best practices are integrated.

Manage all aspects (e.g. reviewing, filtering, assigning, integrating/consolidating, coordinating, tracking, packaging, etc.) of AF/A4C Congressional task response to include collaborating with external offices and strategic partners.

Develop, coordinate and facilitate annual Congressional reports and associated program documents (e.g. budget, BBPs, Staffer Day briefs, Justification Books and annual reports to Congress reports) under AF/A4C program management oversight.

Provide policy, strategy and oversight support for the FEPM and its subprograms (e.g. Critical Asset Risk Management, Operational Energy Program (industrial energy), ESPC, UESC, facility metering and AMRS, RE and PPA programs, ECIP, etc.) by developing, coordinating, staffing and tracking monthly and annual reports, program management reviews and developing strategy guidance.

Provide AF/A4C-level coordination with facility energy stakeholders (e.g. AFIMSC, SAF/IEE, and OEA) and industry partners to identify, develop and implement protective actions, analyze and assess risk, and implement management activities based on threat, vulnerability and consequence analysis fulfilling CARM and Operational Energy Program (industrial energy) objectives.

Develop, coordinate, staff, track, and maintain Annual Energy Management Reports (AEMR), energy audit responses and Staffer Days plan(s) under AF/A4C program management oversight.

Review, rate, and make recommendations for Air Force nomination packages for FEMP and other Energy awards packages.

Coordinate, plan, and support the Facility Energy Policy Group under the CE Enterprise Governance by updating charter, provide administrative support through meeting minutes, and track policy group and panel action items.

Develop, coordinate, gain approval for and publish newsworthy talking points, articles and features in CE, AF, and joint publications (e.g. Commander's Call, CE magazines, newsletters, Airman's Magazine, The Military Engineer Magazine and other media outlets).

Coordinate, develop, maintain and execute an AF/A4C Strategic Communications Plan focused on increasing stake holder and strategic partner awareness of AF/A4C outreach and communications initiatives (e.g. Energy Action Month and Earth Day) under AF/A4C program management oversight. Collaborate with the Strategic Communications team and the WFET to develop messaging venues and ensure this plan is in compliance with AF/A4C's Strategic Communications Plan.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Advocate for FEPM resources by ensuring there are adequate funds programmed, that the requirements align with AF strategic objectives and the FEPM is executing properly.

Track and analyze compliance trends in MICT communicator/checklists related to Energy AFIs.

Monitor and track the NexGen IT Energy Module deployment, analyze trends and develop mitigation plans and guidance. Coordinate and collaborate with AF/A4C and AFIMSC on staffing actions required for approving energy opportunities.

C.5.11 [A4CA] Environmental Program (Environmental Quality & Restoration) Management Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain environmental governance and programmatic documents (e.g. AFIs, policies, procedures); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Perform program analysis, support the planning, development, and sustainment of environmental programs, and collaborate across the AF and with other DOD agencies in support of AF program efforts and mission requirements.

Follow new regulatory and policy development on Emerging Contaminants and collaborate with AF/A4C, AFIMSC and stakeholders on developing and articulating appropriate positions and actions. Collaborate and coordinate with other organizations and support AF/A4C to develop guidance for the field and oversee implementation.

C.5.12 [A4CA] Real Property Management (RPM) Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain RPM governance and programmatic documents (e.g. AFIs, RP records reconciliation with Federal agencies and other services and “Go-Forward” Program processes), action plan recommendations, task and inquiry responses, and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

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Analyze RPM metrics/reports and providing results to AF/A4C and stakeholders; formulating process, procedure and reporting methods improvements and gaining approval for change management implementation.

Coordinate with AF/A4C, AFIMSC, AFCEC, and other stakeholders to develop and maintain RPM training guidance; to establish and execute strategic communication initiatives; develop and maintain effective and efficient reporting tools; and conduct training (on-site and virtual).

Serve as the AF level Real Property Specialist Program Manager on matters such as real property asset management, acquisition, disposal, accountability, audit readiness, database analysis and assessment, and financial reporting.

Interpret AF supplemental guidance consistent with DoD and SAF instruction and policy. Prioritize the development of AF requirements and assists customers in the development of programs that comply with AF objectives.

Collaborate closely with AFCEC and the MAJCOMs to provide guidance and independently resolve problems/issues impacting top Air Force priorities.

Manage program requirements, objectives and metrics; resolves schedule conflicts, funding and resources; develop program policies, independently resolves problems or issues related to policy application, and coordinates major program functions for the AF and subordinate functions under AF/A4C program management oversight.

Provide policy guidance to action officers and technical experts.

Provide technical authority for the command/component; review, evaluate, and comments on Air Force real property documents in draft and final formats.

Managing execution and completion of FIAR Corrective Action Plans (CAPs) and milestones and codifying, implementing and tracking Construction-In-Progress CAPs and milestones to include engaging/liasing with Air National Guard (ANG) and AF Reserve Command components to complete required RP FIAR milestones.

C.5.13 [A4CA] RP Inventory (RPI) Analysis Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain RPI governance and programmatic documents (e.g. AFIs, policies,), action plan recommendations, task and inquiry responses, and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

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Maintain and update the JB and RPI analytical tools, utilizing government furnished data, and enhancing AF/A4C's data mining and query capabilities to meet current and emerging AF/A4C and stakeholders reporting requirements. The RPI analytical tool shall be able to identify inventory/data changes for all data fields.

Analyze RPI metrics/reports by identifying, tracking and resolving (independently or collaboratively as required) data anomalies, discrepancies and non-compliance with current reporting guidance/directives (e.g. AF RPI End of Year (EOY) submission criteria, OSD's EOY reporting guidance and OSD's RP Asset Registry) and providing results to AF/A4C and stakeholders; formulating process, procedure and reporting method improvements and gaining approval for change management implementation.

Maintain and update the RPAT Defense Support module with current fiscal year data by analyzing data, identifying, tracking and resolving data anomalies/discrepancies; and providing results and funding requirements to AF/A4C and stakeholders and by formulating process, procedure and reporting method improvements as well as soliciting approval for change management implementation.

Evaluate and analyze ACES-RP data migration to new AF data systems (e.g. GCSS-AFDS, NexGen IT, and DEAMS) and providing results to AF/A4C and stakeholders; formulating process, procedure and reporting methods improvements and gaining approval for change management implementation.

Develop and maintain RPI metrics/performance indicators by evaluating and analyzing RPI data IAW those metrics/performance indicators and reporting results to AF/A4C and stakeholders by formulating process, procedures and reporting method improvements and gaining approval for change management implementation under AF/A4C program management oversight. Focus areas for reports are, but not limited to: Defense Agency to Military RPI reconciliation; asset accountability compliance; historic asset review compliance; DoD RPIM compliance; data anomaly corrections; accurate and timely records update on facility acquisitions and disposal; and FIAR audit readiness.

Inform AF/A4C, AFCEC and stakeholders' execution requirements by actively collaborating with AF/A4C, AFCEC and stakeholders to ensure the effective and efficient development, deployment and sustainment of ACES functionality through the transition to NexGen IT systems; by completing independent verification and validation of NexGen IT reporting and output production relative to current reporting guidance (e.g. RPIM and OSD EOY reporting guidance) and providing results to AF/A4C and stakeholders; formulating process, procedure and reporting method improvements and gaining approval for change management implementation.

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C.5.14 [A4CA] Environmental Impact Analysis Process (EIAP) and National Environmental Policy Act (NEPA) Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain EIAP and NEPA governance and programmatic documents (e.g. AFIs, policies,), action plan recommendations, task and inquiry responses, and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership, strategic partners and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Consolidate, review, research, develop, file/submit documentation, plan(s) under AF/A4C program management oversight, to external agencies, coordinate with EPA and other regulatory agencies, maintain and analyze EIAP, NEPA and administrative programmatic documents (e.g. AFIs, policies, procedures, security and policy, compliance requirements, CE Flight plans, President's Council on Environmental Quality (CEQ) Guidance, Citizen Involvement Programs, Adaptive Management, draft and Final Environmental Impact Statement (EIS)/Records of Decision (ROD) and Environmental Assessment (EA)/Findings of No Significant Impact (FONSI) and Mitigation and Monitoring Plans (MMP), etc.); task and inquiry responses; and collaborate with representatives from other Services, OSD and outside agencies (e.g. broad national level NEPA interagency actions to include Navy, Army, National Guard Bureau, Environmental Protection Agency (EPA), DOI (Bureau of Land Management, US Fish and Wildlife Services (F&WS), Bureau of Indian Affairs), Federal Aviation Administration (FAA), Department of Energy (DoE), National Nuclear Security Administration, National Aeronautics Space Administration (NASA) and other stakeholders) in reviewing and implementing NEPA requirements for both the Air Force and DoD. Provide policy, execution and NEPA program management oversight across the broad spectrum of NEPA program requirements (e.g. President's Council on Environmental Quality (CEQ) Regulations for Implementing the Procedural Provisions of the NEPA (40 CFR §§1500-1508); the EIAP (32 CFR §989) and related DoD Instructions and Regulations) by conducting security and policy reviews, validating compliance requirements, evaluating basing, airspace and range executive decision processes.

Review and monitor inter-agency NEPA program actions, AF positions, and issues and concerns related to NEPA and EIAP compliance, and provide status updates to Air Force Corporate Structure, CEQ's "Federal NEPA Contact" Working Group members (e.g. AF/A4C leadership, SAF/IE, Secretary of the Air Force for Acquisition (SAF/AQ), Secretary of the Air Force Office of Public Affairs (SAF/PA), SAF/LLP, AF/TE, AF/A3, A-10, BRAC, Federal Register liaison, and lawsuit support teams), AF governance bodies, strategic partners and stakeholders as appropriate.

Coordinate, develop and maintain AF inter-disciplinary policy, under AF/A4C program management oversight, and improve Air Force guidance for the implementation of NEPA and EIAP procedures to support timely AF decision-making.

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Provide comprehensive security and policy recommendations supporting national interests and HAF level decisions, and impacting NEPA and EIAP program and policy development, and EIS and EA Program execution by coordinating and collaborating with AF/A4C, AFIMSC, AFCEC and strategic partners to validate compliance, programmatic impacts and execution actions. Including: EIS; ROD; EAs; FONSI; MMP; public hearings; Airspace Request Review Panel; Strategic Basing Panel; Test/Training Space Needs Statement; Basing Action Request; PCRs; Force Structure Realignments; Installation and Infrastructure plans and programs; and Housing, Basing and Construction programs.

Develop, coordinate, validate compliance, track, file and release EIS documents with EPA and facilitating notification actions (e.g. Congressional, Federal and SAF/PA in accordance with established processes and recommending process improvements) plan(s) under AF/A4C program management oversight.

Engage, coordinate and collaborate with AFIMSC, Agile Combat support community, AF/A4, SAF/IE, OSD, and other strategic partners ensuring continuity of efforts, operations and strategic plans and programs are current and align.

C.5.15 [A4CP] Installations Strategy and Plans (ISP) Development and Maintenance Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain ISP governance and programmatic documents (e.g. AFIs, policies, procedures, CE Flight Plans, IT/cyber planning activities, etc.); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) by collaborating with representatives from OSD, AFIMSC, AFCEC and other strategic partners and outside agencies under AF/A4C program management oversight.

Note: this ISP is not the Installations Support Panel; references to this will be spelled out.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing, and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Engage, coordinate, and collaborate with AFIMSC, Agile Combat Support (ACS) community, AF/A4, SAF/IE, OSD, and other strategic partners to ensure continuity of efforts, operations and strategic plans and programs are current and align.

Develop, analyze, and implement improvements in the flow of business, work, program processes and tool utilization, and business process integration of transformation initiatives under AF/A4C program management oversight.

Analyze, review, and provide experienced analytic support; Automated Budget Interactive Data Environment (ABIDES) and Resource Allocation Programming Information Decision System (RAPIDS) financial review; and Strategy, Planning and Programming Process (SP3) programmatic inputs to strategic planning and POM submissions from the ACS Core Function Lead (CFL) by coordinating and collaborating with SAF/IE, SAF/FM, Secretary of the Air

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Force Administrative Assistant (SAF/AA), AF and OSD stakeholders, AFIMSC, Program Element Monitors (PEM), and Working Groups.

Provide expert planning and programming database management and comptroller database conversions leading to the development of Justification Exhibits for OSD and Congressional approval.

Manage, execute, reconcile, and maintain planning and programming data within the ABIDES, Enhanced Tradespace Tool (ETT), and Draft Resource Allocation Plan (DRAP) as well as the Installation Support Panel Tracker spreadsheet to ensure accurate and current programmatic data.

Collaborate with AFIMSC, A4C staff, Secretary of the Air Force Legislative Liaison (SAF/LL) on Planning Programming Guidance (PPG), Strategic Planning Guidance (SPG), Resources Management Decisions (RMD) and OSD issues and inform AF/A4C leadership and strategic partners.

C.5.16 [A4CP] Strategy and Future Concepts Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain Strategy and Future Concepts governance and programmatic documents (e.g. AFIs, policies, procedures, guidance documents); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Develop, maintain and execute strategic initiatives (e.g. Installations of the Future (IoTF) and Cost of Civil Engineering) and future concepts (e.g. Adaptive Basing, capabilities-based assessments and wireless power) plan(s) under AF/A4C program management oversight.

Analyze data, develop reports and present findings to AF/A4C staff, Share Tables, Integrated Project Team (IPT) members, General Officer Steering Group members, or other involved stakeholders as appropriate.

Lead and facilitate IPTs through training and group planning activities (e.g. IoTF Planning Workshops, General Officer Steering Groups, 3-Star IPT meetings, cost of CE collaboration meetings, Adaptive Basing teleconferences, etc.).

Engage, coordinate and collaborate with AFISMC, Agile Combat support community, AF/A4, SAF/IE, OSD, and other strategic partners ensuring continuity of efforts, operations and strategic plans and programs are current and align.

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C.5.17 [A4CP] CE Transformation and Business Process Re-Engineering (BPR) Support Services

The Contractor shall:

Coordinate, consolidate, develop, analyze and maintain CE Transformation and BPR governance and programmatic documents (e.g. AFIs, policies, process documentation, procedures, organizational change management documents, CE Flight Plans, publications); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) supporting Strategic Planning, Execution Planning, Asset Visibility, Requirements Identification programs under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Analyze CE Transformation program requirements to identify and improve upon programmatic interdependencies, integrated processes requirements, associated execution impacts and organizational touch points/interactions across AF organizations (e.g. HAF offices, SAF/IE, AFIMSC, etc.) while facilitating the implementation, execution and institutionalization of these efforts.

Develop, track, maintain and analyze metrics and key performance measures focused on defining CE program health, the effectiveness of transformation efforts, and progress towards achieving strategic objectives and mission accomplishment under AF/A4C program management oversight.

Develop, redefine and analyze CE business processes, Asset Management programs and processes, CE capabilities implementation actions, CE Transformation actions, and SDDP program actions to achieve improved process effectiveness and/or efficiency consistent with Air Force and AF/A4C objectives plan(s) under AF/A4C program management oversight.

Enable organizational change management by guiding implementation actions, addressing questions and providing assistance during implementation including drafting strategic communications, fact sheets and talking points, and adjusting processes as needed based on feedback during implementation actions.

Facilitate policy and program integration efforts by coordinating and collaborating with AF/A4, SAF, AFIMSC and other strategic partners.

Evaluate external organizations' BPR work products, facilitating business process mapping events, and by ensuring traceability of "to-be" environment back to CE capabilities implementation efforts/work.

Ensure procedures and guidance for updating strategic documents and guidance (e.g. CE Flight Plan), strategic Courses of Action (COAs) and conducting Asset Analysis are current and distributed.

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Conduct PMR supporting Execution Planning, Asset Visibility and Requirement Identification programs with a focus on (a) identifying sub-objective interdependencies, (b) analysis of partner processes and organizational touch points (e.g. between AFIMSC, HAF, and ACS organizations) and (c) facilitating support for strategic planning objective owners and institutionalizing assigned sub-objectives.

C.5.18 [A4CP] Joint Basing Program (JBP) Management Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain JBP governance and programmatic documents (e.g. AFIs and policy guidance); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Assist in JBP management by communicating with other services, OSD, HAF, AFIMSC, and installation-level commanders and members on JBP tasks, inquiries, and issue resolution action plans to inform a recommended course of action.

Coordinate, develop, maintain and track JBP Memorandums of Agreement and/or Understanding (MOA/MOU) and JB Common Output Level Standards (COLS) changes under AF/A4C program management oversight.

C.5.19 [A4CP] AF Common Output Level Standards (AFCOLS) Lead Management Support Services

The Contractor shall:

Coordinate, consolidate, develop, standardize, maintain, and advocate for AFCOLS policies and programmatic documents (e.g. AFIs, Strategic Planning and POM Guidance, training, and MICT documents), AFCOLS criteria and standards, action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Advise HAF and OSD COLS governance boards and ISP on program execution, current operational topics and other pertinent programmatic data.

Support the AF/A4C POC in AFCOLS program management by communicating with AF/A4C leadership, HAF AF COLS functional experts, AFIMSC, Major Commands, and

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installation-level commanders and members on AF COLS tasks, inquiries, and issue resolution action plans to inform a recommended course of action.

C.5.20 [A4CP] Civil Engineer (CE) Enterprise Information Technology (IT) Strategy Development and Implementation Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain CE IT governance and programmatic documents (e.g. AFIs and policy guidance); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Plan, schedule, and facilitate CE IT meetings and summits to include business process mapping as required.

Develop, document and coordinate Plans of Action and Milestones (POA&M) for any effort needed to address CE IT requirements across the Total Force AF installations under AF/A4C program management oversight.

Coordinate with various POCs from other organizations and agencies to request and track updates to POA&Ms and milestones

Develop the CE IT strategy and coordinate and collaborate AF/A4C POCs to run the CE IT governance structure to include scheduling, coordinating, and drafting minutes for the CE IT Governance Panel along with any associated enterprise level efforts (Rapid Improvement Events (RIEs), BPRs, etc.) under AF/A4C program management oversight.

Schedule and provide CE IT updates to leadership in various A4 organizations.

Record and draft meeting minutes for CE IT related meetings/summits/conferences and track action items.

Coordinate and collaborate with various AF/A4C and stakeholder Action Officers to develop, update, consolidate and distribute slides for the CE IT updates and briefings.

C.5.21 [A4CX] Emergency Management (EM) and Weapons of Mass Destruction (WMD) Corporate Process, Policy and Programs Functional Expert Support Services

The Contractor shall:

Utilize an all-hazards approach, ensure EM/WMD programs satisfy legally mandated federal requirements, executive orders, DoD directives and instructions by coordinating, consolidating, developing and maintaining EM/WMD governance and programmatic documents (e.g. AFIs,

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policies, doctrine, funding and equipping AF capabilities), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

Ensure Air Force EM (to include CBRN) equities are captured in AF, Joint, DoD and NATO planning, policy and other doctrine documents.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g., briefing slides, after action reports, minutes).

Research, analyze, and integrate national level guidance and DoD specific direction into AF EM/WMD programs and programmatic documents.

Provide expert analyses and recommendations on Air Force EM requirements and issues as it pertains to implementing Presidential Directives.

Provide AF/A4C senior leaders current programmatic information on EM policies, doctrine, organizational issues and operational impacts by preparing and presenting informational documents (e.g. briefings, background papers, etc.).

Analyze EM requirements for the AF and DoD by coordinating and collaborating with AF/A4C, other services, OSD and outside agencies to determine impact(s) on AF Policy and Strategy.

Coordinate with AF, OSD, Joint Staff working groups, integrated product teams, and tiger teams to determine impact(s) on AF Policy and Strategy for EM & CBRN requirements and issues.

Ensure AF stakeholders provide complete and timely input and coordination on all EM and CBRN related policy and doctrine documents.

Coordinate and collaborate with the AF enterprise to develop and ensure AF equities are advocated for through a variety of methods such as the AF EM Working Group and the DoD EM Steering Group.

C.5.22 [A4CX] WMD Program Support Services

The Contractor shall:

Ensure EM/WMD programs satisfy legally mandated federal requirements, executive orders, DoD directives and instructions by coordinating, consolidating, developing and maintaining EM/WMD governance and programmatic documents (e.g., AFIs, policies), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

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Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g., briefing slides, after action reports, minutes).

Develop briefings on AF/A4C equity, in conjunction with government representatives, for numerous multi-functional, multi-service/departmental working groups, integrated process teams and forums at various AF, ANG, Federal, Joint, DoD and other agency locations.

Ensure AF/A4C representatives maintain awareness of Joint and AF Audit Agency reports by coordinating with stakeholders to track and monitor material weakness corrective action responses and plans and assisting stakeholders in the implementation of corrective management actions.

Participate in and manage government-directed analysis and studies to institutionalize results and update Air Force EM program and CBRN defense doctrine, policies, guidance and instructions accordingly.

Evaluate technical and administrative data provided by DoD, AF, MAJCOMs, field units, Contractors, industry, and trusted public sources in developing evolutionary doctrine, policy, and guidance approaches as directed by AF/A4C.

Aggregate and analyze data and information to facilitate AF Emergency Services PMRs.

C.5.23 [A4CX] Chemical, Biological, Radiological and Nuclear (CBRN) Modernization Corporate Processes, Policies and Programs Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain CBRN Modernization governance and programmatic documents (e.g. AFIs, policies), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Apply functional expertise and knowledge in Joint and DoD-led studies, experiments, and analysis in support of OSD CBRN acquisition Test and Evaluation program. Note: This task requires a TS/SCI by the PoP start date.

Assist in managing and overseeing AF interest through all phases of the DoD acquisition cycle for the four major Joint Bio Defense Programs before fielding equipment.

Develop and advocate for AF capabilities in all CBRN Defense Science and Technology initiatives under AF/A4C program management oversight.

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Maintain a web-based collaboration tool to ensure maximum community awareness for key AF CBRN acquisition information.

Develop, schedule, orchestrate and execute Senior Executive level working groups in support of OSD CBRN modernization and acquisition efforts under AF/A4C program management oversight.

Ensure AF CBRN equities are captured in AF, Joint, DoD and NATO planning and programming documents.

Coordinate and collaborate with AF enterprise members to develop and ensure AF equities are advocated for at all Joint/OSD-led CBRN defense analytical/experimental efforts IAW JCIDS process and the AF vision, mission, and goals.

C.5.24 [A4CX] CBRN Defense Program Management Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain CBRN Defense governance and programmatic documents (e.g. AFIs, policies), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Develop and advocate for AF capability needs into all CBRN Defense Science and Technology initiatives under AF/A4C program management oversight.

Attend, with government representative, the Air Force at Joint Integrated Concept Team meetings for the Sense (detectors), Shape (decision support), Shield (protective equipment), and Sustain (decontamination) operational elements.

Provide expert analysis and recommendations on CBRN defense modernization issues.

Prepare briefings, BBPs, or other documentation in support of working groups and teams analyzing Air Force requirements and Joint acquisition programs of record.

Provide recommendations to government representatives on direction and oversight of Air Force stakeholders supporting Joint Capabilities Integration Development System analysis.

Develop and communicate Air Force positions, in conjunction with AF/A4C representatives, on CBRN defense acquisition programs under AF/A4C program management oversight.

Prepare briefings, BBPs, or other documentation in support of working groups, integrated product teams, and tiger teams analyzing CBRN requirements and acquisition programs and issues.

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Ensure Air Force stakeholders provide complete and timely inputs to and coordination on all Joint CBRN capability development documents.

Assist government representatives in ensuring AF CBRN equities are captured in AF, Joint, DoD and NATO planning and programming documents.

Coordinate and collaborate with AF enterprise to develop and ensure AF equities are advocated for at all Joint/OSD-led CBRN defense research, development and acquisition phases IAW JCIDS process and the AF vision, mission, and goals.

C.5.25 [A4CX] Fire and Emergency Services (FES) AF Corporate Process, Policies and Programs Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain FES Defense governance and programmatic documents (e.g. AFIs, policies,), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Develop and advocate for AF capability needs into all CBRN Defense Science and Technology initiatives.

Ensure EM/WMD programs satisfy legally mandated federal requirements, executive orders, DoD directives and instructions by informing AF/A4C FES execution requirements by coordinating, consolidating, developing and maintaining FES governance and programmatic documents (e.g., AFIs, policies,), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g., slides, after action reports, minutes).

Assist AF/A4C representatives in managing and overseeing AF FES Program resource needs and effectively distributing resources to accomplish the FES goals and mission essential tasks.

Assist AF/A4C representatives in defending AF FES Program budget requests and resource allocation models to various fiscal planning and resource allocation committees and teams throughout the AF.

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Coordinate, collaborate, develop and send strategic messages ensuring AF stakeholders, strategic partners, and senior executive level AF leaders are apprised of AF FES program, policies, and actions under AF/A4C program management oversight.

Establish analysis surveys and apply information received to update and revise AF FES Program policies and guidelines.

Assist in administrating senior executive level working groups to ensure maximum participation and effectiveness through in-person, DCO, and/or teleconference.

Ensure AF FES equities are captured in AF, Air Force Reserve (AFR), ANG, Federal, Joint, DoD and NATO planning and programming documents before final government approval.

Establish, revise, or review policies and procedures to support Air Force mission objectives, as necessary, to eliminate work problems, barriers to mission accomplishment, promote team building, and implement quality improvements, in response to concerns with regulatory compliance and customer requirements.

C.5.26 [A4CX] Expeditionary Engineering AF and Joint Doctrine Support Services

The Contractor shall provide:

Coordinate, consolidate, develop, and maintain Expeditionary Engineering and AF and Joint Doctrine governance and programmatic documents (e.g. AFIs, policies,), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Develop and advocate for AF capability needs into all CBRN Defense Science and Technology initiatives under AF/A4C program management oversight.

Provide senior-level perspective and inputs into the development of Air Force and Joint Service doctrine, policy, and guidance to codify Civil Engineer capabilities, roles, and responsibilities in concert with other Services across the full spectrum of operations (peace time to war time operations).

Analyze proposed policies, doctrine, strategic plans and concepts of operation; provide recommendations to government representatives assessing the suitability of these documents to meet Air Force requirements. Review, update, prepare, and coordinate doctrine documents, directive publications (instructions and manuals), non-directive publications (handbooks, pamphlets, etc.) and joint publications. Provide technical analysis and support for development and maintenance of AF strategic goals, objectives, and sub-objectives.

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Participate in and support the Expeditionary and Emergency Services Policy Group (EESPG), Share Table, and associated subordinate panels and working groups in conjunction with government representatives.

Review, update, prepare, and coordinate doctrine documents, directive publications (instructions and manuals), non-directive publications (handbooks, pamphlets, etc.), and joint publications for government approval. Assist with deliverables in the form of technical reports, white papers, briefings, point papers, bullet background papers, and/or other formats, as specified by the government representative, consistent with Air Force requirements and within the specified delivery dates.

Review technical documents and prepare articulate and concise review comments for senior leadership endorsement. Assist in the development of staff packages that support the preceding tasks through the HAF electronic staffing system, to as high as the Secretary of the Air Force or Office of the Secretary of Defense.

Assist in representing and coordinating Air Force Civil Engineer equities in federal, joint service, and cross functional HAF forums with other government reps. Interface with LeMay Center, MAJCOM, AFCEC, HAF staff, AFIMSC and Joint Staff counterparts to ensure synchronization of deliverables being provided to government representatives.

Review, analysis, assessment, and update, of the Engineer Force Laydown (EFL) product. Contractor shall assist in assessing existing product and planned or projected changes to identify and propose revisions based on strategic constructs, operational plans, global force management (GFM) requirements. Information sources and tools that may be used include, but are not limited to the Automated CE System – Personnel & Readiness module (ACES-PR), Time-Phased Force Deployment Data (TPFDD), Military Personnel Data System (MILPDS), or interaction with MAJCOM, Centers or Installation representatives, as required. Contractor shall assist in updating force posture, to include EFL, product as required.

Review and analyze tasks and products from the Task Force Continuum and assist the Division in responding to the High Velocity Analysis of Air Force civil engineer laydown and requirements to effectively and successfully advocate for resources to support engineer readiness for peacetime and wartime contingencies.

Review, analyze, and assist in recommending or creating Unit Type Codes (UTCs) that provide combat support capabilities guidance to effectively and successfully posture engineer forces readiness for peacetime and wartime contingencies.

Coordinate with multiple offices, agencies and organizations to develop analysis and courses of action. Provide to senior AF leadership decision analyses and provide documentation for major issue resolution. Review, analyze, and provide recommendations for policy, guidance and strategic documentation affecting Civil Engineer peacetime and wartime contingency operations.

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C.5.27 [A4CI] Governance, Policy, and Guidance Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain AF/A4C governance and programmatic documents (e.g. AFIs, policies, procedures); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) supporting the execution of the Installation Executive Council (IEC), CE Enterprise Governance, CE Board (CEB), Program Management Reviews (PMRs), Executive Steering Groups (ESG) and other A4C Managed Program groups and panels, including the administration of Shared Tables under AF/A4C program management oversight.

Provide detailed updates to leadership and interested stakeholders by scheduling, facilitating, and participating in meetings/forums/conferences and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Manage AF/A4C's forms and publication processes ensuring the timely review and update to all AF CE publications, forms, memorandums, by coordinating and collaborating with organizational stakeholders, AFIMSC, AFCEC and strategic partners to task, track, and suspense publication reviews, revisions, updates and changes resulting in the publication of current governance and programmatic documents..

Develop, track, and analyze AF Inspection System (AFIS) program policies, guidance and program execution actions (e.g. compliance report results, performance measures and self-assessment communicators), under AF/A4C program management oversight, and provide a "dashboard" capability that aligns metrics with the four AFIS Major Graded Areas (MGAs). Identify programmatic impacts and cross cutting impacts to CE governance and programmatic documents (e.g. corollary impact from one AFI change to another).

C.5.28 [A4CI] AF/A4C Technical Writing Support Services.

The Contractor shall:

Technically review AF/A4C's policy, oversight, and guidance requirements and programmatic documents (e.g., AFIs, policies, doctrine, directives, publications (directive and non-directive), guidance memorandums, handbooks, multi-service publications, DoD publications, etc.) ensuring all products result in clear, concise, articulate, grammatically correct and properly formatted documents.

Review programmatic documents and prepare articulate and concise review comments for adjudication and/or correction by the appropriate action officer and annotate reviewed documents using appropriate methodology (e.g., comment resolution matrix, track changes, line-in/line-out, etc.).

Recommend changes to programmatic documents associated with grammar, punctuation and readability.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

C.6.0 OPTIONAL SERVICES/TASKS

Optional services/tasks will be separately priced as part of the base year and the option year. Exercise of optional tasks will be exercised at the discretion of the Government. Each task within the optional tasks may be awarded independent of the others.

The following optional tasks are in support of this TO and are detailed below:

C.6.1 [A4CI Division] Lead Enterprise Execution Analysis Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain AF/A4C enterprise-wide budget and manpower programs governance and programmatic documents (e.g. AFIs, policies), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Develop proposals to reprogram Air Force manpower throughout the enterprise under AF/A4C program management oversight.

Provide review and recommendation on proposed organizational structures based on knowledge of AF organizational principles

Provide at-the-ready status of assigned and authorized personnel for leadership consumption to include a variety of metrics that define organizational capabilities by assigned skill sets.

Track, analyze, and report CE financial enterprise-wide execution data to AF/A4C and stakeholders in support of execution milestones and deviations from the Government risk management strategy.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Provide strategic analysis of AF wide Engineer financial execution for leadership consumption to include a variety of metrics that indicate program status by organization and support to AF/A4C representation on the Operating Budget Review Committee. Detailed, “deep dive” analysis is required for decisions at the most senior Air Force levels.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Schedule, oversee, and establish information exchanges with key stakeholders that impact AF CE programs (e.g. MAJCOMs, AF/A4, SAF/FM, SAF/AAR, AFIMSC, AFCEC, integrated process team leads, Installation Support Panel, PEMs, and other DoD staffers) to promote, support, and educate and inform participants using a variety of media formats (e.g., VTCs, teleconferences, emails, etc.).

Provide AF/A4C leadership, Division Chiefs, and stakeholders detailed data analysis reports, briefings, and documents (e.g. proposals for realigning funding, program execution, unfunded requirements, and future year planning and programming) detailing program impacts and recommendations relative to current mission requirements; AFIMSC Congressional and/or higher headquarters inquiries or reports; and other interest items and taskers.

C.6.2 [A4CI Division] Financial Execution Analysis Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain Financial Execution governance and programmatic documents (e.g. AFIs, policies), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Analyze Civil Engineer financial requirements across the AF to support AF financial management decisions and resource utilizations including formulating recommendations to CE Enterprise leaders on courses of action for implementing DOD or SAF/FM guidance and partnering with program teams as they develop and finalize advocacy strategies and documentation for AF engineer programs.

Track and report CE enterprise wide financial data to AF/A4C and stakeholders in support of execution agent milestones.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Provide support to AF/A4C representative on the Operating Budget Review Committee.

Analyze, manage, and keep current AF-wide CE enterprise financial data in a variety of software programs e.g. ABIDES, DEAMS, CRIS, AFBEAT, Business Objects, SharePoint, Excel, Access, and PowerPoint, in order to readily extract AF-wide enterprise financial data for inclusion in briefings, papers, reports and other program documents.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Analyze and evaluate the AF-wide CE enterprise financial data to develop and present courses of action recommendations. Note: the data available is often inconsistent in quality requiring complex analyses and the development of prioritized recommendations with the best available data. A clear understanding of the underlying data is needed in order to assist government members with identifying the data to support their needs.

Schedule, oversee, and establish information exchanges with key stakeholders that impact AF CE programs (e.g. MAJCOMs, AF/A4, SAF/FM, SAF/AAR, AFIMSC, AFCEC, integrated process team leads, Installation Support Panel, PEMs, and other DoD staffers) to promote, support, and educate participants on resourcing to meet AF needs using a variety of media formats (e.g., VTCs, teleconferences, emails, etc.).

Provide analytical support that looks broadly at the effect a particular initiative might have on a program and brief leadership on potential consequences and on alternative actions.

Interpret, action and present in a clear manner a variety of initiatives (e.g. proposals for realigning funding, program execution, unfunded requirements, and future year planning and programming) for AF/A4C that often transcend the immediate requirements and brief impacts and/or implementation recommendations to impacted AF/A4C Divisions, leadership, and stakeholders.

Provide capability to formulate AF/A4C staff budget requirements, brief AF/A4C leadership on the status of funds, and manage AF/A4C travel requirements by working closely with AF/A4P's execution team.

C.6.3 [A4CI Division] Manpower Analysis (MPA) Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain MPA governance and programmatic documents (e.g. AFIs, policies), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Analyze Civil Engineer manpower requirements across the AF to support AF force management decisions and resource utilizations.

Track and report CE manpower data to AF/A4C and stakeholders.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Develop proposals to reprogram Air Force manpower across functional and MAJCOM lines under AF/A4C program management oversight.

Provide review and recommendation on proposed organizational structures based on AF organizational principles.

Provide at-the-ready status of assigned and authorized personnel for leadership consumption to include a variety of metrics that define organizational capabilities by assigned skill sets.

Analyze, manage, and keep current AF CE career field-wide data in a variety of software programs e.g., Business Objects, SharePoint, Excel, Access, and PowerPoint, in order to readily extract AF CE career field-wide data for inclusion in briefings, papers, reports and other program documents.

Analyze and evaluate the AF CE career field-wide data to develop and present courses of action recommendations. Note: the data available is often inconsistent in quality requiring complex analyses and the development of prioritized recommendations with the best available data. A clear understanding of the underlying data is needed in order to assist government members with identifying the data to support their needs.

Provide executive staff support that looks broadly at the effect a particular initiative might have on an organization and briefs leadership on potential consequences and of alternative actions.

Support Air Force records management for the division including tasks such as developing a records plan, identifying appropriate tables and rules for that plan, and determining the correct electronic folder in which to file specific records. Conducting training support and records management.

Support the completion of civilian personnel fill actions. May include tasks such as identification of appropriate position descriptions, working with supervisors to ensure all necessary data is provided to civilian personnel to complete the action, and tracking the status of actions as the process is completed and communicating that status to management

C.6.4 [A4CI Division] Work Flow Management (WFM) Support Services

The Contractor shall:

The Contractor shall provide 100% coverage for task to ensure there is no loss in support, productivity, or continuity of operations. WFM team needs to be trained and capable of performing this task on day one (e.g. tasking business rules, badged, have computer access, have network and database access, etc.) to the maximum extent allowable within Government access rules and regulations.

Coordinate, consolidate, develop, and maintain WFM governance and programmatic documents (e.g. operating instructions, "how to" guides, etc.) IAW Headquarters AF Operating Instruction (HOI) 33-3 and other government documents under AF/A4C program management oversight.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes). Updates include, at a minimum, weekly meetings with the Associate Director of Civil Engineer (ACE) and Division Chiefs and weekly Directorate Staff meetings where current tasks, deadlines, task details/requirements, and assignment are briefed.

Provide administrative support to AF/A4C by providing task/suspense management, coordination and quality assurance and control of task responses and task packages, validating completeness/accuracy of task response (e.g. was the question answered?, and was it in the right format?), assigning tasks IAW government direction to SAF, AF/A4C, AFIMSC, AFCEC and external stakeholders, and answering of stakeholder inquiries regarding task development, the system of record, etc. relative to the task management database(s). Administrative support also includes driving coordination and collaboration between Action Officers and across Divisions.

Maintain and manage the task management database(s), provide associated database training, archive database records, provide technical support to AF/A4C and stakeholders, and executive services requests for AF/A4C.

Analyze data to show current and historical trends, reporting, completion statistics, task status and breakout by Division, and document aggregate support to senior leadership and Division leads by Division.

Execute record and file management actions in support of AF/A4C's records management program in accordance with the records management procedures in AF Instruction (AFI) 33 - 322, Records Management Program; AF Manual (AFMAN) 33-363, Management of Records; AFI 33-364, Records Disposition-Procedures and Responsibilities, and the AF Records Disposition Schedule (AFRDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>, ensuring records are available to support business operations, as well as meet statutory requirements to provide appropriate access throughout the life cycle of the records.

Develop, maintain, and facilitate Newcomer's orientation briefings ensuring new personnel are trained on task management processes and procedures, AF/A4C mission objectives, AF/A4C battle rhythm and provided organizational welcome information under AF/A4C program management oversight. Training will be offered as just in time training and tailored to meet the needs of the new personnel e.g. just in time, one-on-one, or group trainings.

Assist the ACE and the AF/A4C front office staff, maintain AF/A4C leadership's (Director, Deputy Director and ACE) schedules, collect, consolidate and track executive correspondence; manage AF/A4C conference room schedules and execute front office support administrative tasks.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

C.6.5 [A4CI Division] WFM Support Team Services

The Contractor shall:

Contractor must be operational on day one of contract performance (e.g. badged, have computer access, have network and database access, etc.) to the maximum extent allowable within Government access rules and regulations.

Coordinate, consolidate, develop, and maintain WFM governance and programmatic documents (e.g. operating instructions, “how to” guides, etc.) IAW HOI 33-3 and other government documents under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes). Updates include, at a minimum, weekly meetings with the Associate Director of Civil Engineer (ACE) and Division Chiefs and weekly Directorate Staff meetings where current tasks, deadlines, task details/requirements, and assignment are briefed.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Provide administrative support to AF/A4C by providing task/suspense management, coordination and quality assurance and control of task responses and task packages, validating completeness/accuracy of task response (e.g. was the question answered?, and was it in the right format?), assigning tasks IAW government direction to SAF, AF/A4C, AFIMSC, AFCEC and external stakeholders, and answering of stakeholder inquiries regarding task development, the system of record, etc. relative to the task management database(s). Administrative support also includes driving coordination and collaboration between Action Officers and across Divisions.

Maintain and manage the task management database(s), provide associated database training, archive database records, provide technical support to AF/A4C personnel and stakeholders, and executive services requests for AF/A4C and personnel.

Analyze data to show current and historical trends, reporting, completion statistics, task status and breakout by Division, and document aggregate support to senior leadership and Division leads by Division.

Execute record and file management actions in support of AF/A4C’s records management program and IAW the records management procedures in AFI 33 - 322, Records Management Program; AFMAN) 33-363, Management of Records; AFI 33-364, Records Disposition-Procedures and Responsibilities, and the AF RDS located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>, ensuring records are available to support business operations, as well as meet statutory requirements to provide appropriate access throughout the life cycle of the records.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Assist the ACE and the AF/A4C front office staff, maintain AF/A4C leadership's (Director, Deputy Director and ACE) schedules, collect, consolidate and track executive correspondence; manage AF/A4C conference room schedules and execute front office support administrative tasks.

C.6.6 [A4CI Division] AF/A4C Office Sustainment Support Services

The Contractor shall:

The Contractor shall provide 100% coverage for task to ensure there is no loss in support, productivity, or continuity of operations. The contractor needs to be trained and capable of performing this task on day one (e.g. tasking business rules, badged, have computer access, have network and database access, etc.) to the maximum extent allowable within Government access rules and regulations.

Coordinate, consolidate, develop, and maintain Office Sustainment Support governance and programmatic documents (e.g. operating instructions, "how to" guides, etc.) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Interface with other agencies for video, phone, computer and IT equipment support to ensure AF/A4C communications capabilities are operable, especially capabilities that support the AF/A4C leadership (Director, Deputy Director and ACE). Manage scheduling of conference rooms, conference call lines, and VTC equipment.

Provide expertise in the operation of VTC equipment. Provide on-site support for general IT troubleshooting and assistance with operation of IT equipment.

Manage office supply stock as well as the storage spaces for these supplies, e.g. closets, cabinets, identification of supply requirements and procurement recommendations, build purchase list / "carts" for government approval and procurement, inventory stock and make budget projections.

Maintain and account for AF/A4C's space utilization, conducting usage analysis and course of action development, briefing preparation and other support as needed.

Process and provide inputs for CAC/Badging requests, VAL requests and NIPR/SIPR requests in collaboration with government counterparts and provide in-processing support for new AF/A4C personnel.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

C.6.7 [A4CI Division] Commander In Chief (CINC) Installation Excellence Award (CINC Award) Program Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain CINC award governance and programmatic documents (e.g. operating instructions, “how to” guides, etc.) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Provide “cradle to grave” management, support and execution actions for all elements of the CINC Installation Excellence awards program in accordance with the AFI 36-2831 instructions for AF/A4 and AF/A4C requirements to include but not limited to, developing /validating awards criteria, developing and executing communications plans, coordinating with AF/A4C leadership and traveling to support program requirements.

Coordinate with multiple installations, reviewing submissions and staffs packages for government leadership to be able to determine winners and runners up.

Coordinate, schedule and execute travel and meetings for all AF/A4C parties in support of this program.

Supports A4C internal awards programs e.g. quarterly and annual Civilian, Military and Work Horse awards.

C.6.8 [A4CI Division] Career Field Management (CFM) Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain CFM governance and programmatic documents (e.g. AFIs, policies, pamphlets, playbooks, annexes, etc.), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in, and when AF/A4C is the lead facilitating, meetings/forums, working groups, committees, panels/sub-panels, boards, Shared Table meetings, etc. and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Advise AF/A4C, FAC, Development Team and CFMs and provide AF personnel systems and career field expertise to shape and develop current and future CFM programs, trainings, and programmatic documents. Please note that the CFM supports all CE personnel, military and civilian, within the career field.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Coordinate and collaborate with the AF/A4C Strategic Communications team, other CFMs, Air Force Personnel Center (AFPC) Career Field Teams (CFT) and stakeholders to establish and execute CE enterprise level Force Development engagements/events and strategic messaging plans. Continually refine processes and communications requirements.

Coordinate and collaborate with AF/A4C leadership, government CFMs, and the Work Force Engagement Team (WFET) to develop and execute professional development training and CFM engagements/events IAW WFET processes.

At a minimum the CFM is to present two fully developed engagement/event/training plans through the WFET processes to AF/A4C Senior Leaders for approval and prioritization.

Fully developed engagements/events/trainings (the program) comprised of, at a minimum, a detailed outline/scope of the idea, identification of the target population, the program's benefit, an estimated production cost, anticipated return of investment e.g. why this is beneficial to the CE enterprise, and a milestone driven action plan under AF/A4C program management oversight.

Analyze proposed changes to policy and advise AF/A4C CFMs, leadership and stakeholders on the impacts and recommended action plans.

Review programmatic documents for technical clarity and compliance and provide technical writing assistance to the CFMs.

Prepare AF/A4 staff, AF/A1 and SAF/AA staff and stakeholders for and, as requested, accompany them to CFM related meetings and conferences.

Coordinate, schedule and execute travel and meetings for all AF/A4C parties in support of the CFM program (e.g. make Defense Travel System orders, reserve rooms, etc.).

Update and maintain electronic communications tools (e.g. CE portal website, playbooks, my vector, mentorship documents, etc.).

Update and maintain CFM, BCE and DBCE point of contact and distribution lists.

Analyze career field manning data and inform CFMs, FAC, DT and stakeholders on current, future and potential impacts, discrepancies, trends via reports, briefings and papers.

C.6.9 [A4CI Division] Work Force Engagement Team (WFET) Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain WFET governance and programmatic documents (e.g. pamphlets, playbooks, annexes, AF/A4C level training programs, etc.), action plan recommendations, task and inquiry responses, and issue resolution action plans under AF/A4C program management oversight.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Provide detailed updates to leadership and stakeholders by participating in, and when AF/A4C is the lead facilitating, meetings/forums, Working Groups, Committees, Panels/sub-panels, Boards, etc. and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Coordinate and collaborate with AF/A4C POCs and strategic partners to identify WFET focal areas, strategic gaps and training requirements. Obtain and analyze data to support the requirements and enable program execution.

Conduct focus groups, at a variety of CONUS and OCONUS bases to ascertain Force Development shortfalls, training gaps and recommendations for virtual events to develop the military (enlisted & officer) as well as our civilian force (both Wage Grade and General Schedule). Events are primarily approved for production based upon the results of customer focus groups within Civil Engineering.

Participate in “idea sessions,” meetings, forums, etc. with the government to formulate virtual event planning and execution.

Coordinate and collaborate with AF/A4C POCs, the Strategic Communications Team, and strategic partners to develop, execute and deliver virtual messages in a variety of formats e.g. videos, virtual CE compasses, training, pamphlets, etc., to the CE enterprise and end customers.

Coordinate and collaborate with the Career Field Management (CFM) Team and the Strategic Communications Team to establish and execute a strategic communications architecture defining CE enterprise level Force Development training and strategic messaging plans.

Develop, manage, maintain and execute WFET Working Group and Board policies and programs resulting in the prioritized execution of WFET deliverables under AF/A4C program management oversight.

Create, maintain, and sustain associated virtual documents and electronic media IAW records management principles and approved ATO requirements.

Provide a robust, professional quality, video and virtual engagement/event production and delivery/broadcast capability, including: program development, filming (multi camera, multi-angle), coordination of all aspects associated with filming and production, story board development, professional production of deliverables, and other actions required to produce and display virtual engagements/events worldwide using both contractor supplied and government production studios.

Virtual engagements/events typically range in length from 10 minute vignettes to 2 day seminars.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

The primary government studios include (but are not limited to) the U.S. Army Video Studios (AMVID) and AF TV, both in the Pentagon. In any case when the primary government studios are not available for use; the contractor shall provide studio capabilities (facility and all equipment).

Professional quality shall include, at a minimum but not limited to, high definition, fully choreographed (set, lighting, sound, etc.), scored, B-roll punctuated, multi-camera, multi-angle, and include on-location contractor provided production capabilities.

Production involves a wide range of activities including identification of speakers, speaker prep, speaker escort, studio coordination, set design etc. as well as a broad array of post event analysis and reporting.

Provide professional graphic design, a working capability to quickly post to government social media (< 2 business days) programs/accounts, virtual event marketing and marketing products e.g. strategic communications messages, event invitations and advertisement messages, etc. These capabilities shall be seamlessly integrated into video and virtual engagement/events.

C.6.10 [A4CA Division] Housing Policy and Guidance Development and Program Oversight Support Services.

The Contractor shall:

Coordinate, consolidate, develop, and maintain Housing governance and programmatic documents (e.g. AFIs, policies, procedures, standards, staff packages); action plan(s) recommendations; task and inquiry responses; audit responses; issue resolution action plan(s) and training plans and programs under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Coordinate and collaborate with AFIMSC and AFCEC providing AF/A4C level guidance to develop responses to Congressional and external inquiries.

Analyze housing data and reports and develop, coordinate and implement actions, plans, policies or Business Case Analyses (BCAs) actions under AF/A4C program management .

Analyze operations and inventory management data associated with AF requirements in support of DoD enterprise information system and engagement with other Services and DOD reps (e.g. eMH Configuration Management Board, Configuration Control Boards for modules, etc.).

Coordinate and collaborate with OSD, SAF, AFIMSC, AFCEC and stakeholders facilitating the oversight of MFH, UH, PH and LH projects.

Ensure compliance with AF standards and AF GOQ cost reporting processes.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

C.6.11 [A4CA Division] Air Force Institute of Technology (AFIT) Housing Management (HM) Lead Course Instruction Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain course curriculum and training documents (e.g. Course Materials, presentations, training records, etc.); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Develop, coordinate and gain approval for/of the curriculum under AF/A4C program management oversight.

Direct, execute and deliver/instruct housing education and training programs (Continental United States (CONUS) and Outside the Continental United States (OCONUS)); and manage vendor-procured courses under AF/A4C program management oversight.

Manage AFIT Housing program course funds under AF/A4C program management oversight and assist AFIT, AFIMSC and AF/A4C leadership to forecast, plan and program budget requirements.

Provide program consulting services to AF CEs in the field as available (CONUS and OCONUS).

Manage program reviews at various levels and developing funding requirements and recommendations.

Instruct AFIT HM courses.

C.6.12 [A4CA Division] AFIT Housing Management (HM) Course Instruction Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain course curriculum and training documents (e.g. Course Materials, presentations, training records, etc.); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Aid the AFIT HM Lead Instructor develop, coordinate, and gain approval for/of the curriculum under AF/A4C program management oversight.

Direct, execute, and deliver/instruct housing education and training programs (CONUS and OCONUS); and manage vendor-procured courses under AF/A4C program management oversight.

Aid the AFIT HM Lead Instructor manage AFIT HM course funds under AF/A4C program management oversight and assist AFIT and AF/A4C leadership forecast, plan and program budget requirements.

Aid the AFIT HM Lead Instructor provide program consulting services to AF CEs in the field as available (CONUS and OCONUS).

Aid the AFIT HM Lead Instructor manage program reviews at various levels and developing funding annexes in accordance with AFI 25-201, Support Agreement Procedures.

Instruct AFIT HM courses.

C.6.13 [A4CA Division] AFIT HM Admin Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain course admin and student training documents (e.g. schedules, student rosters, conference reservations, training certificates, etc.); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Aid in the management of AFIT HM Program course funds under AF/A4C program management oversight and assisting Lead Course Instructor in forecasting budget requirements.

Aid the AFIT HM Lead Course Instructor in forecasting attendance requirements.

C.6.14 [A4CA Division] Utilities Privatization (UP) Management Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain UP governance and programmatic documents (e.g. AFIs, policies, procedures); action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Provide detailed updates to leadership and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Manage and provide oversight for evaluating utility systems for privatization which includes conveyance analysis and decision documents and post-award oversight.

Obtain and analyze data inputs and for developing, coordinating, maintaining and publishing UP Chapter/Section in the AEMR.

Obtain and analyze data inputs for developing, coordinating, maintaining and submitting Annual UP Management Reports and Master Database inputs to OSD.

Collaborate with AF/A4C, SAF, OSD and stakeholders to advocate for UP program resources.

Provide expert training (e.g. Privatized System Owner Training) to AF/A4C personnel, strategic partners and stakeholders.

C.6.15 [A4CA Division] Base Realignment and Closure (BRAC) Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain BRAC governance and programmatic documents (e.g. AFIs, policies, Unified Facilities Criteria (UFC), procedures, trip reports) ensuring current compliance and statutory language is integrated; action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

Provide detailed updates to leadership, OSD, and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Review, analyze and update project data supporting the development and coordination of reports and programmatic documents to satisfy AF, DoD, SAF and Congressional requirements.

C.6.16 [A4CF Division] O&M Modeling Support Services

The Contractor shall:

Coordinate, consolidate, develop, and maintain O&M governance and programmatic documents (e.g. AFIs, policies, procedures, trip reports) ensuring current compliance and statutory language is integrated; action plan(s) recommendations; task and inquiry responses; and issue resolution action plan(s) under AF/A4C program management oversight.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Provide detailed updates to leadership, OSD, and stakeholders by participating in meetings/forums and coordinating, consolidating, developing and delivering/presenting associated meeting materials (e.g. slides, after action reports, minutes).

Analyze data (e.g. OSD End of Year (EOY) reports, OSD Real Property Asset Registry and OSD's Cost Assessment and Program Evaluation Office Federal Data Quality (FDQA) website), validate inputs, develop anomaly reports and collaborate with MAJCOMs and stakeholders to track and correct anomalies impacting Facilities Sustainment Model (FSM) requirements, Plant Replacement Value (PRV) calculation, AF calculated sustainment costs and Real Property Inventory (RPI) Forecast reporting ensuring data resolution and compliance with current guidance and regulations (e.g. Real Property Information Model (RPIM) and OSD EOY guidance).

Incorporate OSD's final approved FSM output data into the RP Assessment Tool (RPAT) desktop analytical tool FSM module and utilize that data to perform analytical modeling.

Develop, maintain and update an Access data base with query capability (e.g. PRVs by AF, MAJCOM and installation), in a format specified by the government, that calculates facility PRV in accordance with current Government business rules, area cost and construction cost factors (e.g. Facilities Pricing Guide) and RPI data.

Develop and coordinate the RPI Forecast reports to OSD in accordance with current guidance under AF/A4C program management oversight.

Develop and coordinate Congressional notification packages ensuring compliance with O&M and Overseas Contingency Operations statutory approval and notification thresholds and that projects are executed before contractual expiration dates under AF/A4C program management oversight.

C.7.0 TRANSITION

Transition-In. The Contractor shall submit a Transition-In plan to the COR for approval following the award within 5 business days. The plan shall explain in detail how the contractor will transition existing work from the incumbent to the successor or from government managers to the successor.

The Contractor shall execute the Transition-In plan and complete all activities within 10 business days after start of the Period of Performance (PoP).

During the Transition-In period, the Contractor shall assume full responsibility for all areas of operation in accordance with the terms and conditions of this Contract.

The Government will make all facilities and equipment accessible to the Contractor during the Transition-In period. During Transition-In period, the Contractor's management personnel will be permitted to observe any on-going operations, as approved by the COR.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Transition-In Plan minimum requirements:

Identify personnel filling key transition positions and project staffing for all tasks.

Develop a detailed schedule of activities for the transition-in execution period to include workload and milestones.

Identify program and project issues to the Government.

Transition-In Execution minimum requirements:

Establish a Contractor's Project Management Office to coordinate Transition-In tasks and be the single point of contact for the Government during the Transitioning-In.

Establish communications with key stakeholders to include incumbent Contractor management and staff, Government COR, Government Requirement Owners, and Contracting Officer (CO) (current and previous contracts).

Staff all existing projects and tasks.

Obtain details of all work in-process from incumbent and/or government program manager and develop a Transition-In plan that ensures no loss in continuity or capability.

Obtain and submit all required certifications and clearances, including personnel security clearances.

Obtain all records from incumbent to include: historical records, program continuity records (hard copy, electronic copy, emails), points of contact, and technical data previously acquired by the Government.

Identify program and project issues to the Government.

Attend post-award meetings as required.

Accomplish necessary training to support the functions identified in this SOW.

Receive Government Furnished Equipment (GFE) from the government and/or the incumbent contractor and create a comprehensive inventory detailing, at a minimum, equipment, quantities, and who it was issued to. This inventory shall be tracked and reported.

Transition-out. The Contractor shall develop a detailed Transition-Out Continuity Plan to affect a smooth and orderly transfer of contract responsibility to a successor. The plan shall be submitted to the COR for evaluation and approval one hundred eighty (180) days after the start of the PoP.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

The Contractor's Transition-Out procedures shall not disrupt or adversely impact the day-to-day conduct of Government business.

Staff Transition-Out Period. Sixty (60) business days prior to the completion of this Contract (to include each option periods), the Contractor shall begin Transition-Out processes. This will allow for orderly turnover of facilities, equipment, projects, programs, records, etc. and will help to ensure continuity of service.

The Contractor shall not defer any requirements for the purpose of avoiding responsibility or of transferring such responsibility to the succeeding Contractor. The Contractor shall fully cooperate with the succeeding Contractor and the Government so as not to interfere with their work or duties.

Transition-Out Plan minimum requirements. The plan shall fully describe how the Contractor shall, at a minimum approach the following issues:

Staff notification process and timelines.

Plans for retention of key personnel and a minimum of 75% of the staff to ensure coverage.

The Contractor shall develop a comprehensive continuity and close out document detailing, at a minimum, requirements, close out actions, project and/or program way forward, etc. and submit it to the COR sixty (60) business days prior to contract completion (to include each option period).

Identification and turn-over of work-in-progress, inventories, and Government property.

Removal of Contractor property.

Data and information transfer; all forms e.g. hard copy and electronic; and any other actions required to ensure continuity of operations.

Identification of Government plans, programs, and intellectual property by Division necessary for ensuring there is no loss of operational continuity during the transition.

Transition-Out execution minimum requirements:

Contain a detailed inventory of GFE. A joint inventory between the incumbent and the successor and/or the COR shall be completed with government oversight. This inventory shall be tracked and reported.

Include reconciliation of all property accounts, requisitions, and work-in-progress, turn-in of excess property.

Clean-up Contractor work areas.

SECTION C – PERFORMANCE-BASED STATEMENT OF WORK

Training of the incoming contractor on all databases, programs, or other systems, specialized equipment, utilities systems, SharePoint programs, task management programs, network/information storage databases/repositories that were developed and/or utilized in execution of this contract.

Provide a desk guide for each Division detailing program operations, program specifics and critical information to ensure successful transition and operational continuity.

Security debriefings for incumbent personnel holding security clearances.

C.8.0 PERFORMANCE EVALUATION

Contractor performance outputs are subject to surveillance by the CO and the COR to ensure compliance with this SOW. The CO and COR will use a QASP (Attachment A) to evaluate Contractor performance and ensure SOW compliance.

Program Status Reports. The contractor shall submit a Monthly Status Report (MSR) NLT the fifteenth (15th) of each month for all tasks accomplished, by section, during the monthly performance period where at a minimum, it summarizes the task requirements/actions taken, criticality and program impact as well as tasks projected for the next monthly performance period; completed and projected travel burn rate; ODC burn rate; staffing and manning changes, changes and a three (3) month rolling calendar/staffing schedule waivers/task order deviations; key programmatic issues and risks.

Program Management Reviews. The Contractor shall conduct a monthly Contract Program Management Review (PMR) meeting to provide, at a minimum, a summary of high-level/key accomplishments and issues summarized by task, work accomplished during the reporting period, projected work during the next reporting period, travel and ODC burn rates, a 3 month rolling calendar/staffing schedule, staffing and manning changes, direct labor hours by task, waivers, and key programmatic issues and risks. Charts shall be provided, electronically, a minimum of seven (7) days prior to the scheduled review. The Government may use the PMR meeting to provide performance feedback to the Contractor, in which case the contractor is required to document this feedback in their meeting minutes.

Issue Notification and Problem Resolution. Any issue that impacts the Contractor's ability to perform this contract requires **verbal and electronic** notification to the COR initially identifying the nature of the issue within one (1) business hour of identification. In these instances, the Contractor shall provide written recommendations and corrective actions required to ensure performance within three (3) hours of identification, unless otherwise approved in writing by the COR. This notification shall not relieve the Contractor of its responsibility to correct problems for which they are responsible. The Contractor shall work cooperatively with the Government to resolve issues as they arise.

All Contractor personnel shall be capable of providing expert functional knowledge sharing and transfer. The Contractor shall conduct orientation training to support the AF/A4C office and those offices with collateral responsibilities and shall maintain program transition and continuity materials for AF access and use.